

State Cost-Share
Program Administration
and
Its Use in Other
Programs

This presentation includes:

- General Understanding of the State Cost-Share Program
- Cost-Share Contract with a Landowner
- General Information on
 - Cooperative Weed Management Program
 - Native Buffer Program
- Clean Water Fund (CWF) and Cost-Share Policies
- Tips and Recommendations



Minnesota State Cost-Share Program

Cost-Share Administrative Manual
 http://www.bwsr.state.mn.us/cs/costsharemanual.pdf

Key Contacts = Board Conservationist



Minnesota State Cost-Share Program

- Created in 1977 to provide funds to SWCDs for the implementation of conservation practices.
- Minnesota Rule 8400 contains the administrative structure of the program.
- BWSR Grant Program, administered by SWCDs.
- Provides state tax dollars directly to private individuals for the installation of conservation practices.

Cost-Share Program Purpose

The State Cost-Share Program is administered through local conservation districts to provide financial and technical assistance to land occupiers for the application of conservation practices that reduce erosion; control sedimentation; improve and protect water quality; or address water quantity problems due to altered hydrology to ensure the sustainable use of Minnesota's natural resources (M.R. 8400).



Establishment of State Cost-Share Program Rules and Procedures

Why all the requirements?

- To assure that the expenditures of Program funds follow state legal requirements, and set uniform methods of administration across the state.
- To ensure proper installation of practices that treat high priority problems.
- To minimize risk and liability to Districts and State tax dollars.





Feedlot USDA NRCS



Grassed Waterway



Terrace USDA NRCS



Streambank Protection Kandiyohi Soil & Water Conservation District



Farmstead and Field Windbreaks USDA NRCS



Ditch Buffer



Grade Stabilization Structure USDA NRCS



Well Sealing

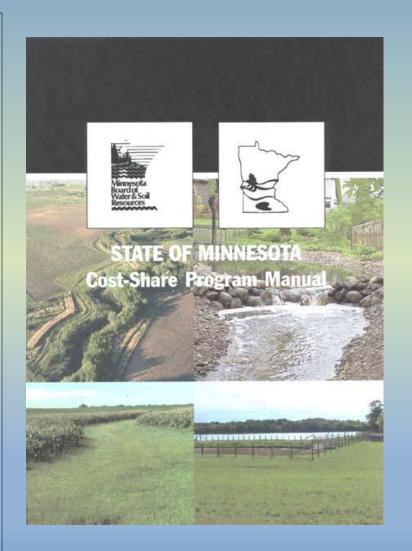
State Cost-Share Program Manual

Program requirements can be found in the State Cost-Share Program Manual:

www.bwsr.state.mn.us
Grants
Conservation Cost-Share Program

Get additional information, guidance documents, examples, and forms.

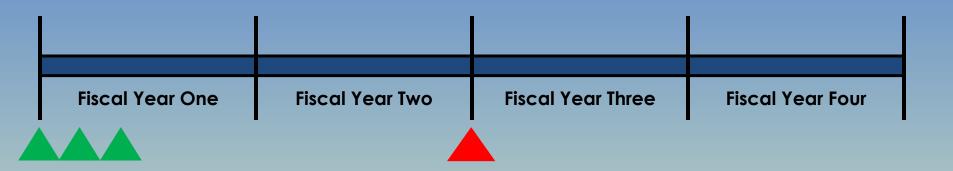
Four main sections:
Grant Administration
Contract Implementation
Technical Information
Contract Maintenance



State Cost-Share Program Manual

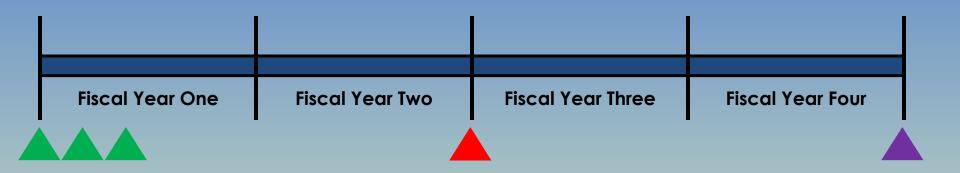
Grant Administration





- **▲ SWCD** may start encumbering funds only after BWSR authorizes. (Some RISK)
- **▲ SWCD receives a GRANT AGREEMENT.**
- **▲ SWCD receives Cost-Share funds from BWSR.**
- **▲ SWCD** stops encumbering state funds.
- **SWCD** executes the grant agreement.





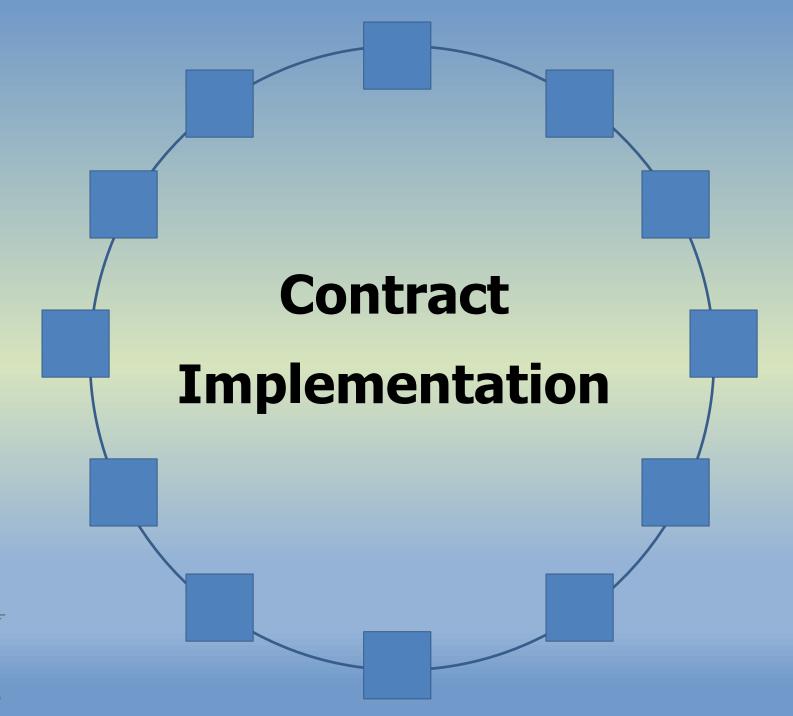
- SWCD enters information into Cost-Share logs and eLINK.
- **▲ SWCD** makes final entries into logs and eLINK.
- ▲ SWCD sends signed final report to Board Conservationist.
- **▲** Board Conservationist checks and verifies.



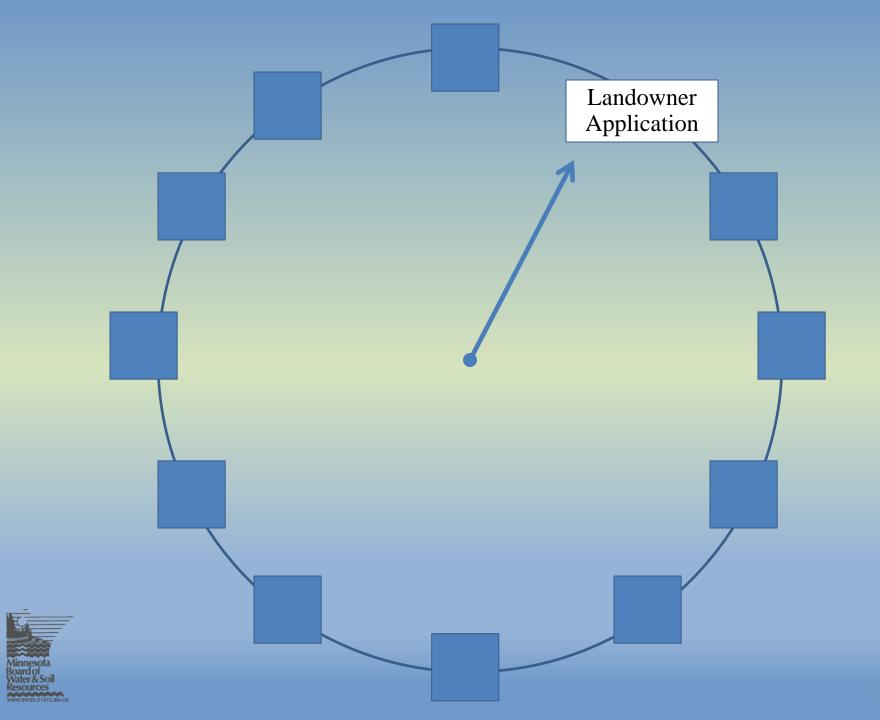
Grant Monitoring

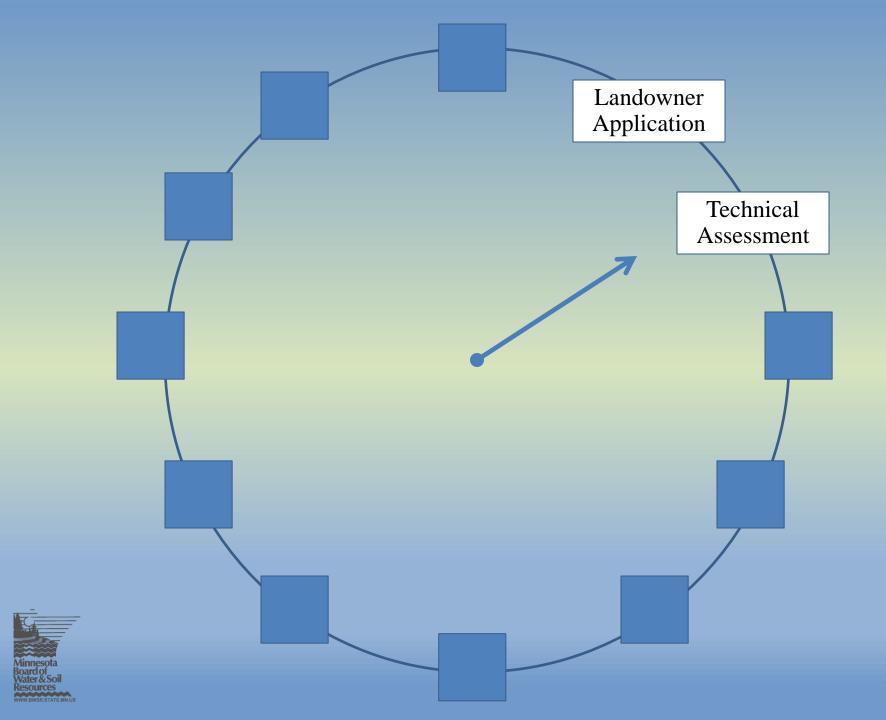
- Review conducted by BWSR staff to determine compliance with Program requirements.
- Conducted for each Cost-Share Program period.
- SWCD submits final financial report to BWSR.
- Reporting requirements include recording projects in eLINK.
- Can include corrective actions for differing levels of non-compliance.











Contract Implementation

- The District must fill out general information, applicant, conservation practice location, contract location, application information, and conservation practice sections on contract form.
- If several landowners involved in solving erosion or water quality problem, all parties must sign Group Project Addendum.



Group Project Addendum

STATE COST-SHARE ASSISTANCE CONTRACT GROUP PROJECT ADDENDUM

GENERAL INFORMATION

Conservation District	Land Occupier/Group Spokesperson	Contract No.	Date	*Group Division of Payment Plan?
-				

CONSERVATION PRACTICE LOCATION

Township Name	Township	Range	Section	1/4,1/4 Section	County Number	Minor Watershed #

APPLICANT INFORMATION AND SIGNATURES

We (the undersigned) are interested in developing and conserving our soil, water and related resources to meet the objectives of our group. In order to meet our group objectives, we request assistance from the conservation district to help us plan and apply proper land use and conservation treatment measures as agreed upon by our group.

We understand that this help is contingent upon staff assistance from the conservation district and in conformance with its policies and priorities.

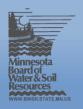
We further understand that the below designated group spokesperson shall do the negotiating with the conservation district. Prior to the approval of this application the spokesperson shall prepare a division of payments schedule agreed to by the undersigned and present the schedule to the conservation district board.

(group spokesperson)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	
(group member)	(address)	(city/state/zip code)	

CONSERVATION DISTRICT BOARD ACTION

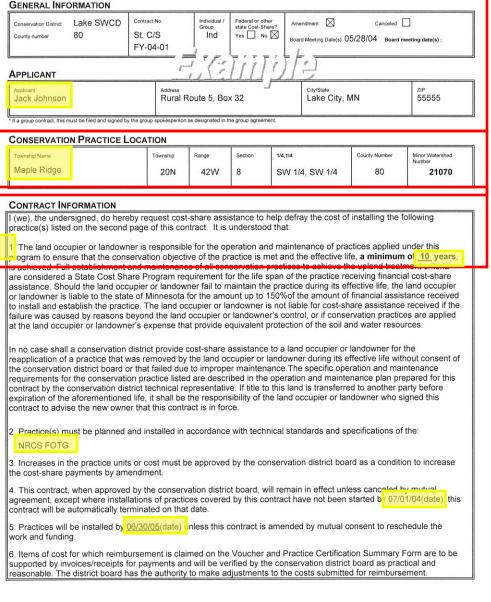
Conservation District Board, Chair	Board Meeting Date
€5.	

Updated 8/03



^{*} Attach the division of payment plan to this form.

State Cost-Share Contract



STATE COST-SHARE ASSISTANCE CONTRACT



State Cost-Share Contract

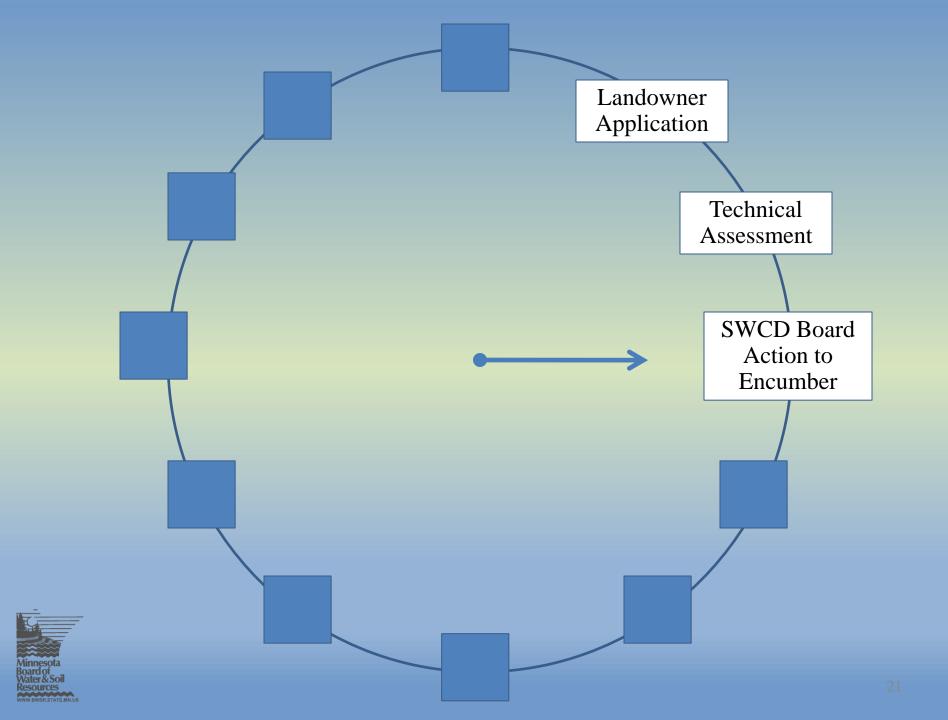
APPLICANT SIGNATURES

The landowner's and land occupier's signature indicates their agreement to:

- 1.Grant the conservation district's representative(s) access to the parcel where the conservation practice will be located.
- Obtain all permits required in conjunction with the installation and establishment of the practice prior to starting construction of the practice.
- 3.Be responsible for the operation and maintenance of conservation practices applied under this program in accordance with an operation and maintenance plan prepared by the conservation district technical representative.
- 4.Not accept cost-share funds, from state and federal sources combined, that are in excess of 75 percent of the total cost to establish the conservation practice and provide copies of all forms and contracts pertinent to any other state or federal programs that are contributing funds toward this project.

Date Landowner/Spr	okesperson	Address Rural Route 5, Box 32		City/State/Zip Cod Lake City, I	
Date Land Occupier		Address		City/State/Zip Cod	е
CONSERVATION PRACTICE The conservation practice category for which cost-share is requested is 412 Grassed Waterway.					
Eligible component(s) Subsurface drain 606 mulching 484 Other recognized technical practice Engineered Practice ((X)es or Clino) Fotal Cost Estimate \$800					
TECHNICAL ASSESSMENT AND COST ESTIMATE I have reviewed the site where the above listed conservation practice(s) are to be installed and find that they are needed and that the estimated quantities and costs are practical and reasonable.					
Conservation District Technical Representative Date 05/01/03					
AMOUNT AUTHORIZED FOR COST-SHARE (ENCUMBRANCE) Cost-sharing not to exceed \$600 or 75 percent of the total eligible cost, which ever is less.					





Board minutes should include:

- Applicant's name and contract number
- The Cost-Share percentage, dollar amount, and corresponding fiscal year(s)
- The conservation practice being installed
- Any other information necessary to document the Board's actions and intent



State Cost-Share Contract

APPLICANT SIGNATURES

The landowner's and land occupier's signature indicates their agreement to:

- 1.Grant the conservation district's representative(s) access to the parcel where the conservation practice will be located.
- 2.Obtain all permits required in conjunction with the installation and establishment of the practice prior to starting construction of the practice.
- 3.Be responsible for the operation and maintenance of conservation practices applied under this program in accordance with an operation and maintenance plan prepared by the conservation district technical representative.
- 4.Not accept cost-share funds, from state and federal sources combined, that are in excess of 75 percent of the total cost to establish the conservation practice and provide copies of all forms and contracts pertinent to any other state or federal programs that are contributing funds toward this project.

Date	Landowner/Spokesperson	Address Rural Route 5, Box 32	City/State/Zip Code Lake City, MN 55555
Date	Land Occupier	Address	City/State/Zip Code

CONSERVATION PRACTICE



The conservation practice category for which cost-share is requested is 412 Grassed Waterway.

Eligible component(s) Subsurface drain 606 mulching 484 Other recognized technical practice (Egyes or □no) Ecological practice (□yes or □no) Ecological practice (□yes or □no)

TECHNICAL ASSESSMENT AND COST ESTIMATE

I have reviewed the site where the above listed conservation practice(s) are to be installed and find that they are needed and that the estimated quantities and costs are practical and reasonable.

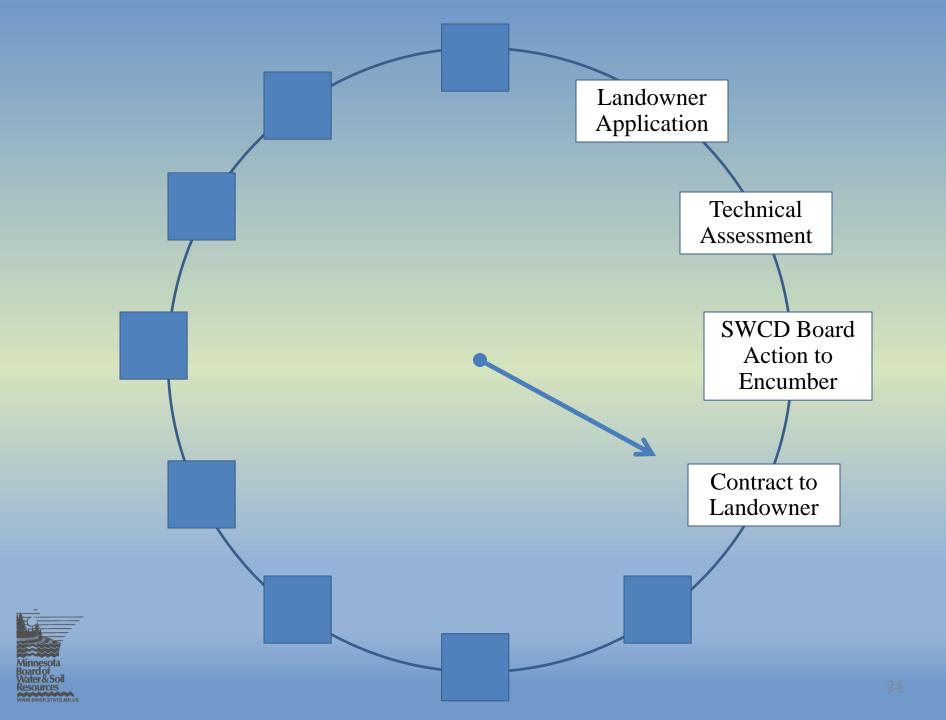
Date 05/01/03

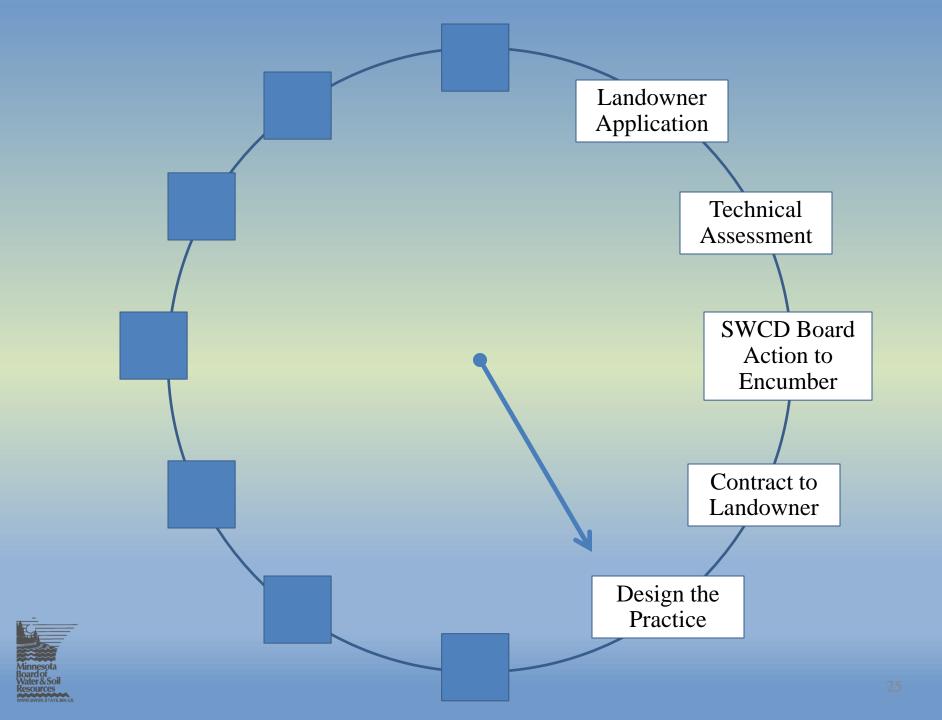
AMOUNT AUTHORIZED FOR COST-SHARE (ENCUMBRANCE)

Cost-sharing not to exceed \$600 or 75 percent of the total eligible cost, which ever is less

Conservation District Board, Chair	Board Meeting Date 07/01/03







State Cost-Share Program Manual

Technical Information



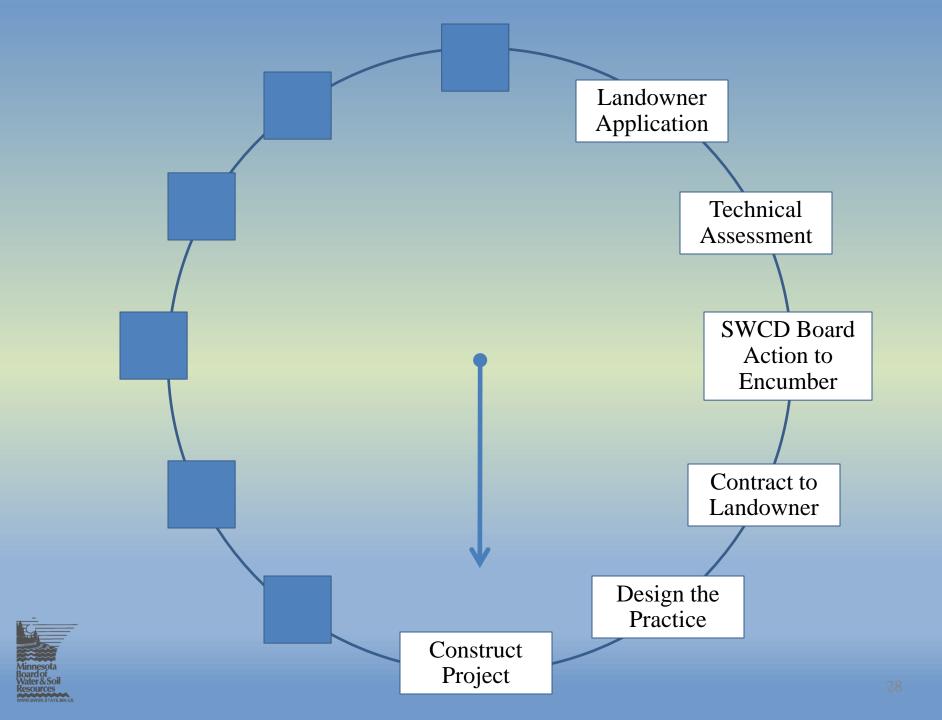




Conservation District Technical Representative (CDTR)

Remember, the conservation district technical representative must have the technical approval authority necessary to sign off on the assigned project phase(s). In the case of the practice of engineering, the technical representative must be a registered professional engineer competent in the design of the requested practice or an NRCS employee or SWCD employee with appropriate technical approval authority (TAA) working within the scope of their position.





Amending the Contract

- Contracts can be amended because of change in practice type, weather, unforeseen cost, or soil conditions.
- Amendments are used to grant extensions to start or completion dates; increase or decrease project cost estimate; identify a new land occupier or land owner.
- Amended amount can't exceed the originally approved cost-share percentage.
- See procedures in Cost-Share Manual.



Amendment Form

COST-SHARE ASSISTANCE CONTRACT AMENDMENT

Conservation District	Contract Number	Amendment Number	Amendm	ent Type
			Date:	
			Amount:	\boxtimes
AKE SWCD	ST.C/S FY04-01	1	Land Occupier	

The parties whose names are signed below hereby agree that the above-referenced cost-share assistance contract is amended as follows:

IT IS AGREED THAT:

The original cost estimate of \$800.00 shall be amended to \$1,100.00. Unanticipated seepage will require extra drain tile. The total amount authorized for cost-share based on the original percentage of 75% is \$825.00.

The original contract as numbered shall remain in full force and effect, except for those changes made necessary to this amendment.

This amendment is to take effect on the date of the last signature hereto.

ri		_/ \/	
	Landowner	,	A/24/04
Land Occupier			Date

TECHNICAL ASSESSMENT AND COST ESTIMATE

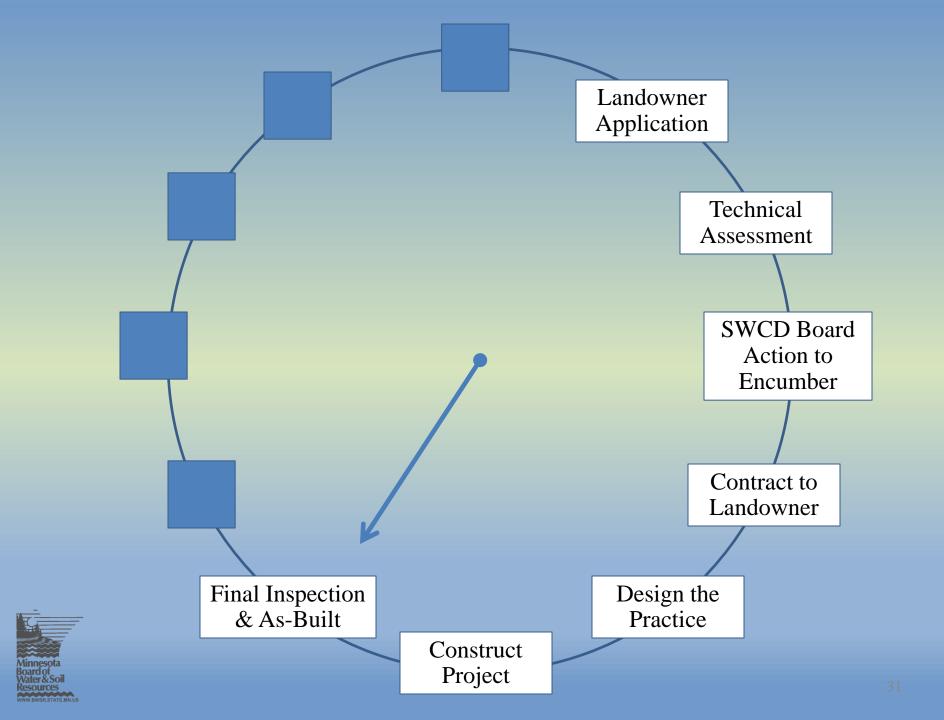
I have viewed the site where the above listed are to be installed and find that they are needed, and that the amended estimated quantities, costs or completion date are practical and reasonable.

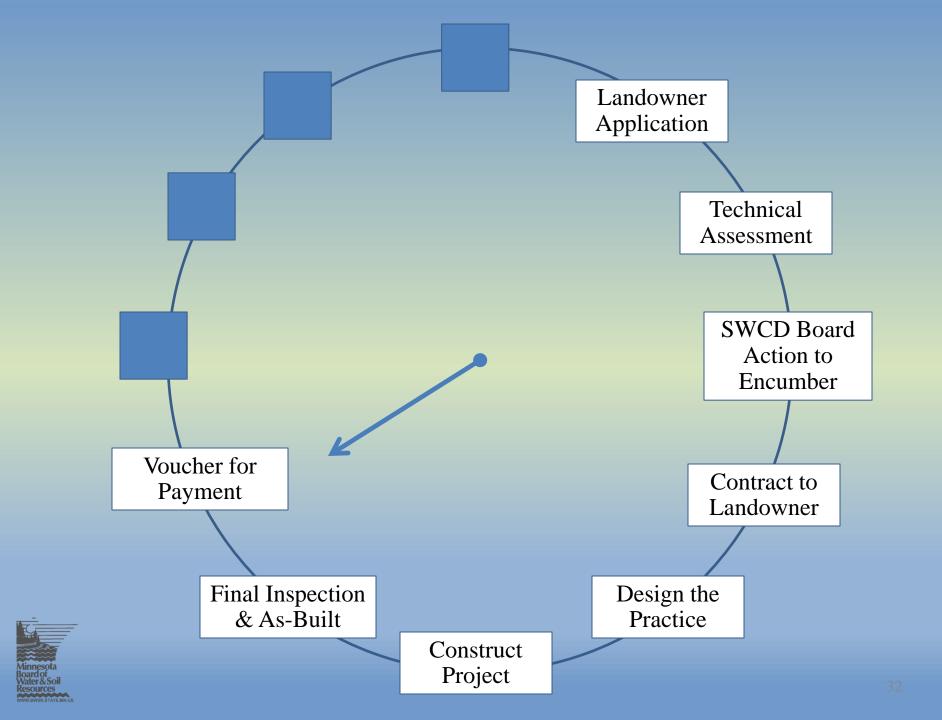
Conservation District Technical Representative	Date 5/14/04

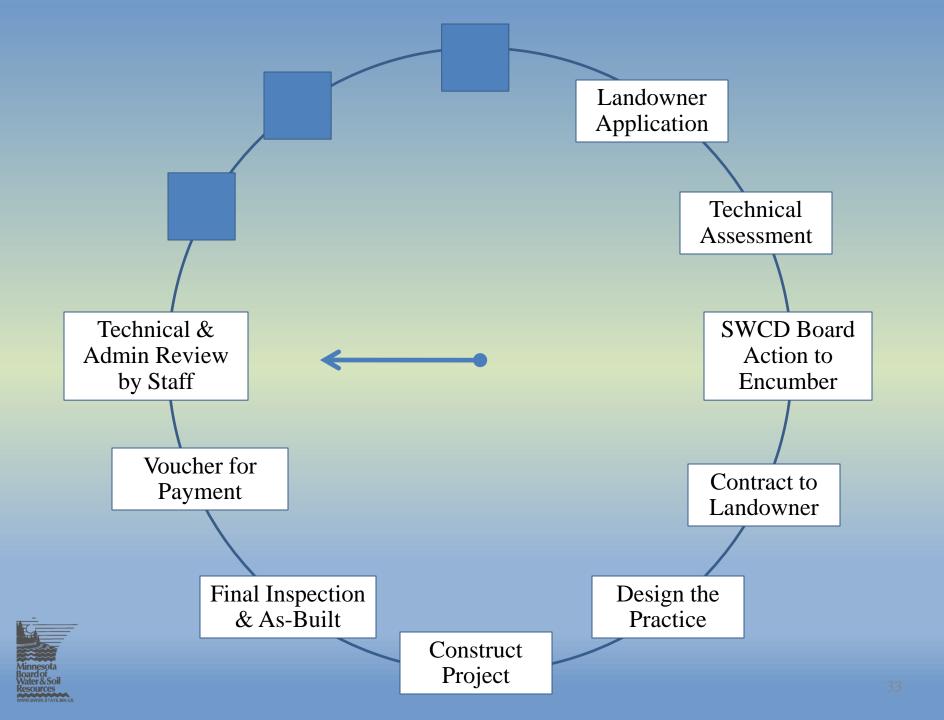
CONSERVATION DISTRICT BOARD APPROVAL

Conservation District Board, Chair	Board Meeting Date 5/26/04









CDTR Practice construction and sign-off

When project is complete, the technical representative certifies that all plans and specs have been satisfied. This sign off is located on the Voucher and Practice Certification Summary form. Tech reps also ensure that as-built project plans are completed and filed.



Voucher – Issuing Contract Payments

- Receipts and invoices for all project-related costs must be submitted with the Voucher.
- If partial payment was issued, partial payment voucher should be attached to final payment voucher.
- The Conservation District Technical Representative must perform a site review and certify the practice has been installed according to the plans.
- If approved, the Board Chair must sign the Voucher to authorize payment.

Manual: Part IV

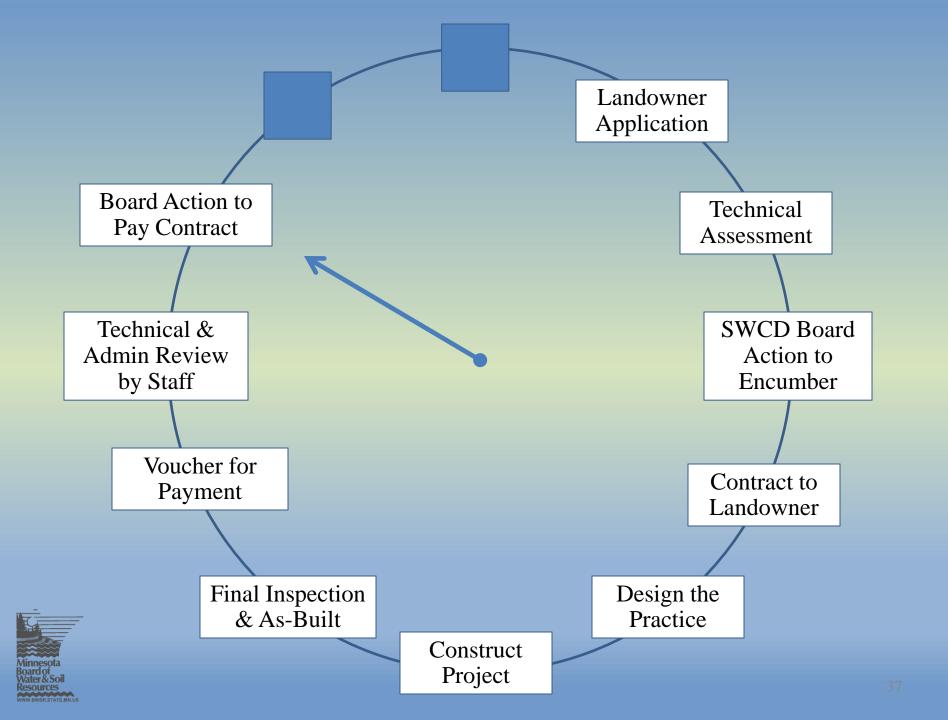
Practice Certification

- Technical signoff
- Administrative signoff

		VOUCHER AN	ID PRACTICE CER	RTIFICAT	HON :	SUMMARY	FORM	
Α	PAYEE INFORMA	TION Check	f name or address change	В	PRACTIC	E INFORMATION		
Name				I.D. Number				
IACK JO	OHNSON			ST. C/S FY0 BWSR Program	4-01	[4]		
				bwok Program	1	-		⊔ ⊔
	ROUTE 5 BOX 32 Zip Code	!		Tons of Soil Say	und	Base Grant Sediment Reduction	Competative F Phosphorus Reducti	WQMG Other Allocation
						Sediment Reduction	rnosphoras Reduca	OII.
	TY, MN 55555	Y		SAVED 15T				
С	Cost	Basis of Request		Type of Rec	quest		Total Cost of	Project
		✓ Installation	Reinstallation	☐ Partial 🗸	Final			\$1,100.00
R/I		ITEM	QUANTITY	UNIT		NIT PRICE		COST
	EARTHWORK			HOURS		\$100.00		\$800.00
	6" TILE			FEET		\$0.60		\$120.0
	SEED			POUNDS		\$1.00		\$25.0
	SEEDBED PRE	PARATION		HOURS	\$38.75			\$155.0
	200 - 100 Telephone (100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 - 100 -			7-20-20-20-20-2		[[62]200]2		\$0.00
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								\$0.00
	t/Invoiced Item	(attach additional sheets as I: In-kind Contribution	necessary)			TOTAL		\$1,100.0
OTAL CO	PAYMENT INFORM	_	A			6/9/2004 (Date)		
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OTAL CO ROGRAM AYMENT	ST OF PRACTICE	\$1,10 \$ 82 (Please identify source)	0.00 (c above) (a) Total of P (b) Cost-Share (c) Cost-Share (d) Total of P (d) Cost-Share (d) Cost-Share	re Payment Requ	ssued			
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OTAL CO	ST OF PRACTICE	\$1,10 \$ 82 (Please identify source)	0.00 (c above) (a) Total of P	re Payment Requ E PROGRAM [(a t Approved	ssued	(Date) ol exceed 75% of (c)	\$825.00	
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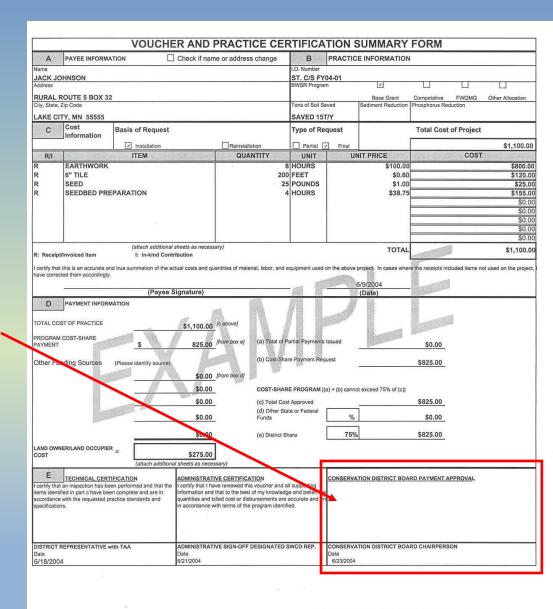
Part IV: Appendix C State Cost-Share Program Manual Page 54



Manual: Part IV

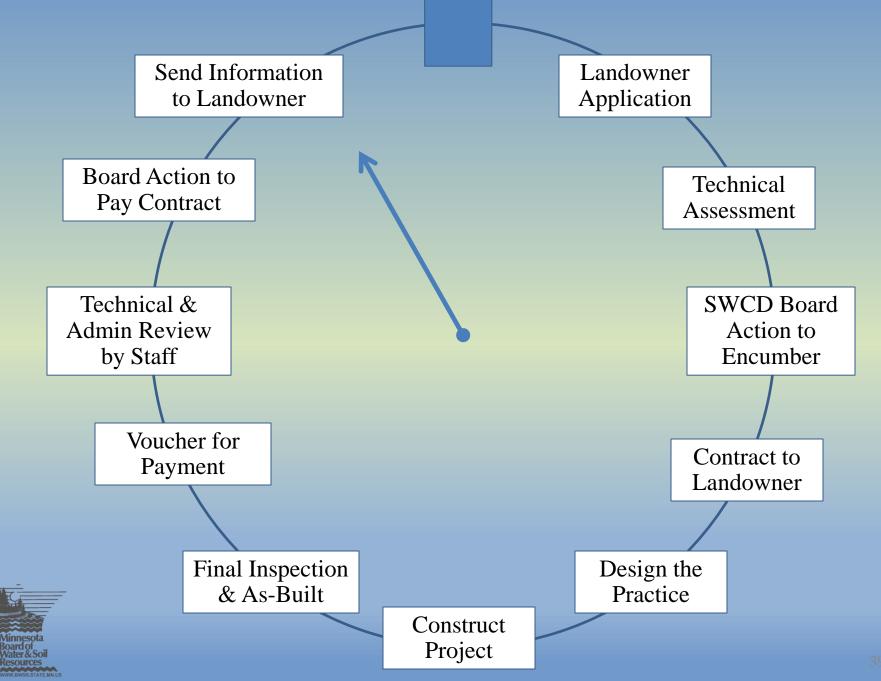
Practice Certification

District Board Approval





Part IV: Appendix C State Cost-Share Program Manual Page 54



Practice Site Inspections

Inspections are often not performed or documented.

- The conservation district is required to monitor all Cost-Share contracts by conducting periodic site inspections of conservation practices installed with cost-share funds.
- Practice site inspections must be completed at the end of the first, fifth, and ninth years following the certified completion of the practice.



Practice Site Inspections

Reasons to visit landowner:

- Is the practice still there and maintained?
- Ask the landowner if they have any O & M questions.
- Are there any other problem areas that the SWCD can help solve?
- Have you heard of our new program?



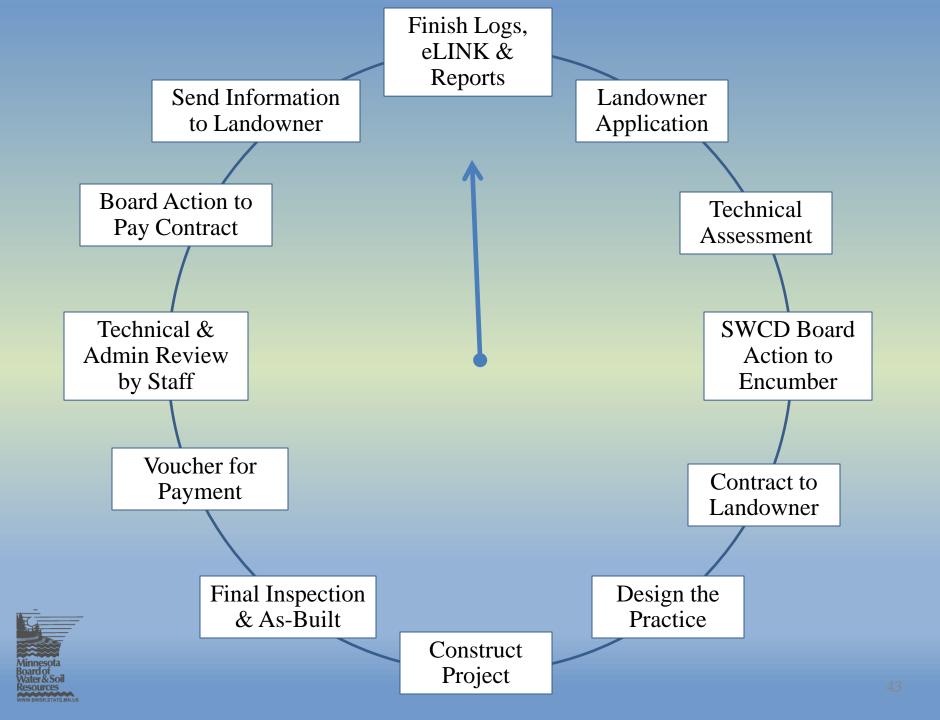
Site Inspection Form

STATE COST-SHARE ASSISTANCE PROGRAM SITE INSPECTION FORM

District				Gontract Nurr	ber	Conser	rvation Practice				Eligible Comp	ponent
AND C	CCUPIE	R										
and Occupie	ar		Addr	ess					City/State			Zip Code
ONSE ownship Nar	RVATION	PRAC		CATION	Range	9	Section	1/4,1	/4 Section	County Number	Minor Waters	hed Number
					54100.550							0,000,000,000
ISPEC	TION INF	ORMAT	ГІОН									
Date	Initial	N/E	Prac	ctice Con	diton		POOR			Suggested Ma	aintenance	,
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Conservation	District Technical	Representati	ve				D	ate				
	24											



GENERAL INFORMATION



Program Records

Program Log (below) and Disbursement Journal will also be reviewed during the closeout.

CARIBOU	SWCD COST-S	HARE PROGRAM LOG	
FISCAL YEAR GRANT PROGRAM: BASE FWQMG COMPETITIVE PROGRAM PERIOD: July 1, 2001 to June 30, 2003		Date of Notification to Encumber Date Grant Received Grant Amount	July 28, 2001 August 22,2001 \$10,000.00
<u> </u>		Total T & A to Encumber Total Project Funds to Encumber	\$2,000.00 \$8,000.00

CONTRACT NUMBER	DATE	NAME	CONSERVATION PRACTICE CATEGORY	PRIMARY CODE(S) D-1 THRU D-11	AMENDMENT	CONTRACT AMOUNT	T & A AMOUNT*	TOTAL PROJECT FUNDS ENCUMBERED	TOTAL T & A ENCUMBERED	BALANCE REMAINING TO ENCUMBER
										£40,000,00
FY02-1	8/26/2001	Uncle Wiggley	Terrace	600 - D-11		\$2,000.00	\$500.00	\$2,000.00	\$500.00	\$10,000.00 \$7,500.00
		<u> </u>	Waste Management and Feedlot Runoff						*	
FY02-2	8/23/2001	Bill Gates	Control	784 - D6	-	\$5,000.00	\$1,250.00	\$7,000.00	\$1,750.00	\$1,250.00
FY02-3	9/11/2001	Mister Ed	Grassed Waterway	412 - D5	ù	\$1,000.00	\$250.00	\$8,000.00	\$2,000.00	\$0.00
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			7-1	<u> </u>	1/1-1-1					
		I SZA								
	l									



^{*}NOTE: In order for your total T & A encumbrance to equal 20% of the total grant funds, you will need to encumber 25% of each contract amount for T & A.

Program Records

Remember to account for slippage and amendments!

	FISCAL YEAR ROGRAM: BASE ☑ FWQ PROGRAM PERIOD	2002 MG COMPE July 1, 2001 to June 30				GRANT AMO TOTAL T & A PROJECT FU		BURSE		\$10,000.00 \$2,000.00 \$8,000.00	
CONTRACT NUMBER	NAME	CONSERVATION PRACTICE CATEGORY	UNITS COMPLETED	DATE OF PAYMENT	CHECK NUMBER	WHOLE OR PARTIAL PAYMENT	PAYMENT AMOUNT	TOTAL PROJECT DISBURSEMENTS TOTAL	T& A AMOUNT	Total T & A DISBURSEMENTS	BALANCE REMAINING
	4									Beginning Balance	\$10,000
Y02-1	Uncle Wiggley	Terrace Wastewater and	1	5/20/2002	2224	Whole	\$1,875.00	\$1,875.00	\$468.75	\$468.75	\$7,656
Y02-2	Bill Gates	feedlot runoff control	1	6/14/2002	3367	Whole	\$5,000.00	\$6,875.00	\$1,250.00	\$1,718.75	\$1,406
Y02-3	Mister Ed	Grassed waterway	1	6/22/2002	3399	Whole	\$1,000.00	\$7,875.00	\$250.00	\$1,968.75	\$156
	Slippage Returned to BWSR			7/22/2002	3500	Whole	\$156.25	\$0.00	\$0.00	\$0.00	\$0



Unspent funds

Return of unspent funds:

State Cost-Share Program funds that are not encumbered at the end of the grant agreement period must be returned to BWSR within 30 days.

All checks are to be made payable and mailed to:

MN Board of Water and Soil Resources c/o Accounting Coordinator 520 Lafayette Road St. Paul, MN 55155

651-296-3767



Minnesota Board of Water and Soil Resources

Return of State Grant Funds

This form is to be used when returning unspent or unencumbered State of MN grant funds. As stated within the Terms of Payment section of your Grant Agreement, any funds remaining unspent or becoming unobligated or unencumbered after the end of the Grant Contract Period **must** be returned within one month of that date. Please attach this form to all returned grant fund checks submitted to BWSR and keep a copy for your file.

LGU Name			Date		
Contact Name			Contact Phone Number		
Board Conservationist			Grant Agreement PO #		
	Fiscal Year	Amount Returned		Fiscal Year	Amount Returned
State Cost-Share			Clean Water Legacy		rectarrica
Base			Ag Watershed		
Special Projects			Cost-Share		
Special MN River Basin			Land Resource Management		
FWQM			Public Land		
Cooperative Weed Management			SSTS Fix-up		
Native Buffer			SSTS Inventory		-
Drought Disaster Assistance			Technical Assistance		
Southeast MN Flood Recovery					
			SWCD Service Grant		
Non-Point Engineering Assistance			General Services		
Base			Easement Services		
Challenge					
			Challenge Grants		
Natural Resources Block Grant			Local Water Management		
Local Water Management			Feedlot		
Wetland Conservation Act			Other		
Shoreland					
SSTS			Other Grants		
County Feedlot					
Beaver Damage Control					

All checks are to be made payable and mailed to:

MN Board of Water and Soil Resources c/o Accounting Coordinator 520 Lafayette Road St. Paul, MN 55155

651-296-3767

Program Records

A copy of the Final Financial Report must be mailed to the BWSR Board Conservationist within 30days of the date the last check was issued for that grant period or from the date the funds were released from encumbrance.





STATE COST SHARE PROGRAM 2007 Cost Share Base Grant - Renville (SWCD) FINAL FINANCIAL REPORT

	Cost Share Base Grant	\$15,594.00
Primary Practice Code		Disbursements
D03 - Field Windbreaks		\$619.02
D04 - Shelterbelt		\$7,993.00
D08 - Sediment Basins		\$3,756.99
	Total Disbursements in Practices:	\$12,369.01
Ŧ.	Technical / Admin:	\$3,039.01
	Unspent Funds Returned:	\$0.00
= - OIMIUIL	Balance Remaining:	\$185.98
KX SULLINI	Percentage of CS used for T&A:	19.72%

This is to certify that the information is a true and accura for the 2007 Cost Share Base Grant - Renville (SWCD). an audit.	

Please use the Returned Check Form available on the BWSR website to return unused funds Payments are to be sent to:

Board of Water and Soil Resources attn: Accounting Officer 520 Lafayette Road N. St. Paul, MN 55115

Record Retention

- Cost-Share Program records and files must be retained for 10 years past the effective life of the contract.
- Cancelled contracts must also be retained for 10 years past the date of cancellation. Attach a note indicating why the contract was cancelled.
- Files must be readily accessible and available to the SWCD and BWSR.



Other State Cost-Share Programs

- Cooperative Weed Management Area Program
- Native Buffer Program



Common Mistakes

Board minutes are often incomplete.

- Minutes are the legal recording of the Board's actions and intent.
- Thorough and complete minutes can protect the Board and/or staff from certain liabilities.
- When there is a question, discrepancy, or when "all else fails," we fall back on the minutes.



Common Mistakes Contract

- Contract lacks required signature(s).
- Information not filled in completely.
- Contract does not ID the percentage and/or amount authorized for Cost-Share.
- Contract was improperly amended (amendment not used, missing signatures, improperly completed, etc.).
- The project involves multiple landowners, but a signed contract or group project addendum is not obtained for each.

Common Mistakes Conservation District Technical Representative

- The SWCD Board has not designated the Conservation District Technical Representative (CDTR) for the project.
- The designated CDTR does not possess the appropriate Technical Approval Authority (TAA), particularly for projects involving the practice of engineering.



Common Mistakes Voucher

- Signed by staff rather than the Board chair to authorize payment.
- Not signed by the District's Technical Representative.
- Lacks the landowner's signature.
- Does not contain itemized bills or clearly identify the items eligible for cost-share.
- Filled out improperly or incompletely.
- Does not identify other funds contributed towards the practice.

Common Mistakes Program Records

- Final Financial Report is not completed and sent to BWSR.
- Program Log and Disbursement Journal are not completed or are completed improperly.



Common Mistakes Miscellaneous

- Files lack documentation of a high priority erosion or water quality problem.
- Files lacked documentation that 75% of the contributing watershed controlled by the land occupier has the appropriate cultural, management, or structural practices in place to stabilize sources of sediment and reduce runoff.
- The project was not completed by the installation date specified on the contract.
 - Payment was made directly to the contractor.

Common Mistakes Miscellaneous

- "Stretching" of In-Kind rates, project costs, or design elements in an attempt to help the landowner.
- Putting an eligible practice number in the contract but not following the design standards for that practice.
- Forget a partial payment has been made and proceed with making a full payment.

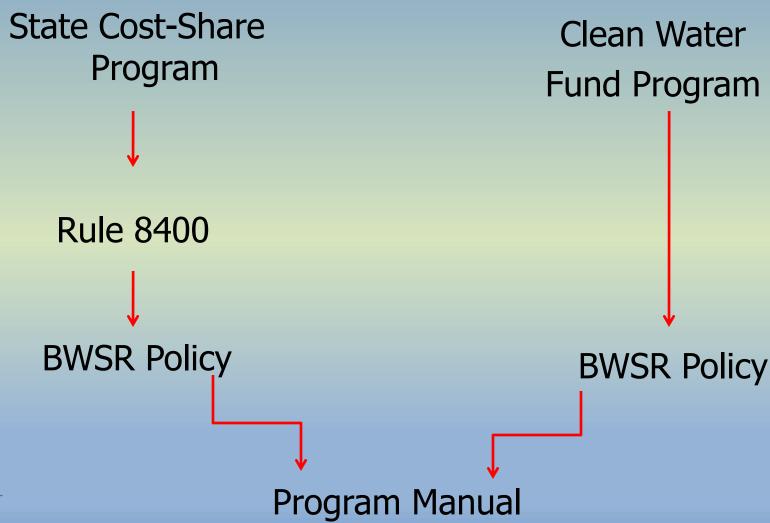


Final Thoughts

- The installation of conservation practices is typically good. Most problems occur in administration and record keeping.
- We work hard to put conservation on the ground, but we often neglect this "other world" that is integral to what we do, consisting of administrative and legal requirements, liability, procedures, public perceptions, consistency, and accountability.
- Expect more oversight and accountability!



Future Relationship

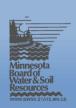




Clean Water Fund Competitive Grants Policy

Purpose

- 1.0 Applicant Eligibility Criteria and Requirements
- 2.0 Match Requirements
- 3.0 Eligible Activities
- 4.0 Ineligible Activities
- 5.0 Structural Practices and Project Requirements
 - 5.1 Technical and Engineering
 - 5.2 Project Sign-off
 - 5.3 Post Construction Follow-up
- 6.0 Grantee Administration
- 7.0 Closeout and Reporting Requirements



Cost-Share Program

Erosion Control and Water Management Program

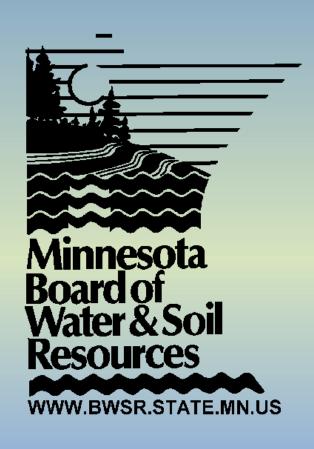
- 1.0 Purpose
- 2.0 Eligible Activities
- 3.0 Technical and Administrative Component
- 4.0 Cost-Share Rates
- 5.0 Technical Expertise
- 6.0 Expenditure of Funds on Practices and Contracts



Cost-Share Program Erosion Control and Water Management Program

- 7.0 Practice Sign-off and Payment
- 8.0 Post-Construction and Follow-up Activities
- 9.0 District Reporting Requirements
- 10.0 Monitoring, Closeout and Penalty Procedures
- 11.0 Conservation District Cost-Share Program Policy





Questions

Office Hours

Minnesota State Cost-Share Program

Cost-Share Administrative Manual
 http://www.bwsr.state.mn.us/cs/costsharemanual.pdf

Key Contacts = Board Conservationist

